

Learning from Each Other Sustainability Reporting and Planning by Military Organizations

(Action Research)

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Outline

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Sustainability Reporting and Planning - What Is Reported?

| Indicators in Environmental Sustainability Components | | | |
|---|---|----------------------------------|--|
| | Resource Management | Energy Management | Product Sustainability |
| UK MoD | Water (1) Waste (2) Site spe. sci.inter. (1) | Energy (2) Emissions CO2 (3) | Procurement (1) |
| French MoD | Water(3) Waste (3) Paper (1) Land biodivers. (1) | Energy (18) Emissions air (4) | Eco-design concept (1) |
| The Netherlands MoD | Water (4) Waste (5) Site remediation (8) Natural habitat (2) | Energy (29) Emissions air (8) | EMS (2) |
| US DoD | Water (3) Waste (5) Paper (1) | Energy (5) Emissions air (2) | EMS (1) Procurement (1) Pesticides (1) |
| US Army | Water (1) Waste (4) Inte. Natur. Resc. Mgt Plan (1) | Energy (2) | |
| Canada ND | Waste (5) Paper (1) Land (2) | Energy (3) Emissions GHG (2) | Procurement (2) |



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Sustainability Reporting and Planning by Selected Military Organizations – When was It Started?

Started in Early 2000's

| | |
|---------------------|--------------------------|
| UK MoD | Since 2005 (2004 report) |
| French MoD | Since 2009 (2008 report) |
| The Netherlands MoD | Since 2000 (1999 report) |
| US DoD | Since 2010 (2010 plan) |
| US Army | Since 2008 (2007 report) |
| Canada ND | Since 2000 |



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Sustainability Reporting and Planning – What are the Recent Drivers?

- Regulatory drivers: National legislation, Government organization regulations
- Or Self motivation

| | |
|---------------------|---|
| UK MoD | UK Government Strategy for Sustainable Development 2005 |
| French MoD | French Government 'grenelle de l'environnement' 2007 |
| The Netherlands MoD | Defence Sustainability Paper 2009 |
| US DoD | EO 13514, EO 13423, Energy Independence and Security Act of 2007 (EISA), Energy Policy Act of 2005 (EPAAct) |
| US Army | Self motivated 2007 |
| Canada ND | Defence Sustainable Development Strategy 2006 (4 th iteration) |



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Standards of Sustainability Reporting and Planning – What Reporting Formats are Used?

- Different approached to reporting

| | |
|---------------------|---|
| UK MoD | Sustainable Development Report (Sustain. Operations on Govt Estate targets, Govt Sustainable Indicators Goals) |
| French MoD | Sustainable Development Report (GRI) |
| The Netherlands MoD | Government Annual Report to Parliament, MoD Report, Appendix 5 – Environment (The Netherlands MoD Indicators) |
| US DoD | Strategic Sustainability Performance Plan (combined EO and EISA and EPact requirements) |
| US Army | Sustainability Report (GRI) |
| Canada ND | Government Annual Report to the Treasury Board of Canada, National Defence Report, Sustainable Development (The Canada ND Indicators) |



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Sustainability Reporting and Planning Breadth

- UK MoD reports on Defense Estates only
- French MoD reports on both estates and operations (including partial information on its over 12000 military personnel at international locations)
- NL MoD reports on both estates and operations with a particular focus on energy (29 indicators)
- US DoD reports on both estates and partially operations



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Sustainability Reporting and Planning – Organizational Learning

- Sustainability-oriented learning as a process where organizations display behavioral changes that are attributable to a change in the knowledge and value base as a result of reflexive process, and where the concept of sustainability served as fundamental framework (Siebenhuner and Arnold, 2007)



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Organizational Learning Factors Identified in Sustainability Reports and Plans: What Readers Learn?

| Factors | UK | FRA | NL | CAN | US DoD | US Army |
|---------------------------|-----------------|----------|----------|----------------------|-----------------|-----------------|
| External Factor | | | | | | |
| Regulation | X | X | X | X | X | X |
| Stakeholder Demands | X | X | X | X | X | X |
| Budget | X | X | X | X | X | X |
| Threat/Scarcity | X | | | | X | X |
| Structural Factors | | | | | | |
| Personnel Structure | X | X | | | X | X |
| Learning Mechanism | X | X | | | X | X |
| SD in Defense Strat. | X | | | | | |
| Cultural Factors | | | | | | |
| Norms and Values | X | X | | | X | X |
| Internal Networks | X | X | | | X | X |
| Leadership | State Secretary | Minister | Minister | Ass. Deputy Minister | Under Secretary | Under Secretary |
| Conflicts | | | | | | |
| Behavioral Factors | | | | | | |
| Change Agents | | X | | | X | |



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Sustainability Incorporated Into Defense Strategy: UK MoD Case

- UK MoD Example: Sustainable Development Strategy A Sub-Strategy of the Strategy for Defence 2011-2030
 - Principle 1: Defence must be resilient to current and future environmental, societal and economic threats (adaptation)
 - Principle 2: Defence must realise the positive and minimise the negative impacts that Defence activities have on the environment, people and the economy in the UK and overseas (mitigation)



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Sustainability Incorporated Into Defense Strategy: UK MoD Case (Cont)

- UK MoD Example: Sustainable Development Strategy A Sub-Strategy of the Strategy for Defence 2011-2030
 - Delivery Plan includes Behaviour Change and its tasks:
 - Senior Leadership Commitment to SD
 - Ensuring SD Becomes an Essential Part of Defence Values
 - Effective Engagement
 - Ensuring that Financial and Non-financial Benefits of Improved SD Performance are Better Understood
 - Appropriate Training for All Staff
 - A Network of Sustainability Champions
 - Improving Responsibility, Accountability and Transparency for SD Delivery
 - Improvements to the Quality and Coverage of Data

“In the long-term, behavior change is an essential link between learning and performance improvements ” (Fiol and Lyles, 1985)



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Energy Sustainability Incorporated Into Defense Strategy: US DoD Case

- US DoD Example: Energy – One of Four Key Areas of Sustainability
 - Operational Energy Strategy: Implementation Plan 2012
 - Goal: Incorporation into Policy, Doctrine, Professional Military Education and Combatant Command Theater Campaign Plans, Global Campaign Plans, Joint Exercises, Combined Training, Conferences, Research & Development, and Information Sharing Programs



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Sustainable Procurement: What are the Focus Areas?

- French MoD - Program for major area purchases; 80 Navy vessels have “green passports” (IMO standard); the Commissary organic and locally produced products; military clothing, etc.
- UK MoD - Sustainable procurement performance targets cover 5 themes: people; policy, strategy & communication; procurement process; engaging suppliers; measurement & results. Sustainable Procurement Charter - a voluntary charter developed in conjunction with industry and based on a set of sustainable procurement principles
- NL MoD - Defense Acquisition Manual includes Sustainable Procurement (3 cases for deviation for military)
- Commonly recognized issue - impact of REACH



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Learning from Each Other – Why is It important?

- Learning from each other encompasses:
 - exchanges of common practices
 - benchmarking
 - networking
 - forming joint ventures
 - making strategic alliances
 - and providing continuing education or training



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Recommendations:

Common Threads and Learning Opportunities for Technological Factors

- Technologies and Processes
 - Sustainable Procurement - civil standards, allied standardization and interoperability for military
 - Eco-Design and Life Cycle Analysis of military equipment and armaments
 - Technical military training
 - EMS for Energy on operational level
- NATO and EDA standardization to include sustainability factors that go beyond Environmental Protection



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Recommendation:

Common Threads and Learning Opportunities for Organizational Factors

- Structural Factors
 - Learning mechanisms of military organizations
 - Place of sustainability and its key areas in defense strategy
- Cultural and Behavioral Factors
 - Behavioral change: e.g. values, spillover effects
 - Forming internal relationships and links
 - Leadership: commitment
 - Change agents: champions
- Military organizations to share information on success stories of effective organizational changes and programs implementation



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Questions?

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